



**South Sound Housing Affordability Partners  
Executive Board**

**Regular Meeting Agenda**

3602 Pacific Avenue, Suite 200, Tacoma WA 98418 | Muckleshoot Conference Room

Dial: 253-215-8782 Meeting ID: 937 3861 1095

Webinar Link: <https://piercecountywa.zoom.us/j/93738611095>

August 7, 2026, 8:30 a.m.

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Councilmember Robyn Denson (Chair), Mayor Carla Bowman (Vice Chair), Mayor Nancy Backus, Councilmember Jugal Thakor, Councilmember Jeff Southard, Mayor Kim Roscoe, Councilmember Hunter George, Mayor Mary Barber, Councilmember Mike Brandstetter, Mayor Bruce White, Executive Ryan Mello, Mayor Ned Witting, Councilmember Nancy Henderson, Councilmember Sandesh Sadalage, Councilmember Edward Wood

Deputy Mayor Mike Winkler (Alternate), Councilmember Jason Rasmus (Alternate), Councilmember Summer Andriyuk (Alternate), Mayor Pro Tem Brett Wittner (Alternate), Councilmember Julie Martin (Alternate), Councilmember Philip Lindholm (Alternate), Councilmember Dave Morell (Alternate), LeighBeth Merrick (Alternate), Ryan Windish (Alternate), Councilmember Latasha Palmer (Alternate), Mayor Pro Tem Denise McCluskey (Alternate)

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**I. CALL TO ORDER**

ROLL CALL

INTRODUCTORY QUESTION: Would you rather time travel to the past or the future? Why?

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**II. REVIEW AGENDA/AGENDA MODIFICATIONS**

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**III. CONSENT AGENDA**

No items for consent agenda

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**IV. PUBLIC COMMENT**

This is the time set aside for the public to comment on final action of the Executive Board. To request to speak virtually, please press the Raise Hand button near the bottom of your Zoom window or \*9 on your phone; if speaking in person, please sign-in on the public comment form in the conference room. Your name or the last four digits of your phone number will be called out when it is your turn to speak. Public comments are limited to 3 minutes per speaker.

The Executive Board meeting can be heard by dialing 253-215-8782 or through Zoom at <https://piercecountywa.zoom.us/j/93738611095> and entering the Meeting ID 937 3861 1095. Written comments may be submitted to [ssha3p@piercecountywa.gov](mailto:ssha3p@piercecountywa.gov).

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**V. RESOLUTIONS AND PRESENTATIONS**

**A. Pierce County Housing Authority Update**

**Purpose:** Presentation by Victor Caesar, Executive Director of Housing Pierce County, also known as the Pierce County Housing Authority, to provide an update on the agency's current and future work.

ATTACHMENTS: [Agenda Memorandum: Housing Pierce County Update](#) [Presentation: Housing Pierce County Update](#)

**B. Resolution No. 2026-05**

**Purpose:** Consideration of Resolution No. 2026-05, amending the Executive Board's Rules and Procedures.

ATTACHMENTS: [Agenda Memorandum: Resolution No. 2026-05](#) [Resolution No. 2026-05](#)

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**VI. REPORT BY THE SSHA<sup>3</sup>P MANAGER**

- A. Advisory Board Update
- B. 2027 Legislative Agenda Development

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**VII. UPDATES/COMMENTS OF THE EXECUTIVE BOARD**

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**VIII. ADJOURN**

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## SSHA<sup>3</sup>P Executive Board

### AGENDA BILL

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August 7, 2026

AGENDA CATEGORY: External Presentation

SUBJECT: Housing Pierce County Update

PRESENTED BY: Victor Caesar, Executive Director, Housing Pierce County

#### SUMMARY/BACKGROUND:

Housing Pierce County, also known as the Pierce County Housing Authority, is a public body, corporate and politic, created by Pierce County in 1978 pursuant to State statute to provide affordable housing for low-income families in Pierce County.

The governing body of the Housing Authority is the [Board of Commissioners](#), which is comprised of five members appointed for rotating, five-year terms by the Pierce County Executive.

The Commissioners elect from among themselves a chair and a vice chair. The Board meets at least once each month to establish policies that provide low-income people of Pierce County with decent, affordable housing.

The Board is responsible for hiring an Executive Director, who also serves as Secretary to the Board. The Executive Director administers the operations of the Authority and implements the policies established by the Board.

The Authority was first under the management of the Tacoma Housing Authority until 1980, at which time the Pierce County Housing Authority assumed its own management. Some of the original staff members currently are with the Authority. The Authority does not have the power to levy taxes and, therefore, must rely upon its ability to issue bonds, collect rent from residents and receive financial assistance from the Federal, State, and local governments for its continued operation. In all, the Authority serves more than 5,100 households annually. The Authority accounts are organized on the basis of funds, each of which is considered a separate accounting entity. Each fund has a set of self-balancing accounts that are comprised of assets, liabilities, fund equity, revenues and expenses. Funds received by Pierce County Housing Authority are frequently accompanied by legal and/or contractual requirements that govern their use and often include special accounting and procedures conforming to Generally Accepted Accounting Principles and/or those prescribed by HUD for the program it supports.

Executive Director Victor Caesar is presenting the Executive Board with an update on the agency's operations.

#### ATTACHMENTS:

- Housing Pierce County Update Presentation

STAFF RECOMMENDATION:

|     |
|-----|
| N/A |
|-----|

ALTERNATIVES:

|     |
|-----|
| N/A |
|-----|

RECOMMENDED MOTION:

|     |
|-----|
| N/A |
|-----|



## SSHA3P Executive Board Meeting August 7, 2026

Victor Caesar  
Executive Director  
Housing Pierce County



# HOUSING PIERCE COUNTY

**ESTABLISHMENT:** The Housing Authority of Pierce County was created in January 1978 by the Pierce County Council to serve residents with low to modest incomes throughout Pierce County outside of the City of Tacoma.

**MISSION:** Pierce County Housing Authority provides safe, decent, affordable housing and economic opportunity, free from discrimination.

**GOVERNANCE:** HPC is governed by a six-member Board of Commissioners. The Pierce County Executive appoints five board members, subject to confirmation by the Pierce County Council. One position is a client of our services and is appointed by all HPC commissioners and ratified by the Pierce County Council.





# Housing Pierce County – Workflow

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**Housing Choice  
Voucher Program**



**Resident Services**



**Affordable Housing,  
Owner, Operator, &  
Developer**



# HOUSING CHOICE VOUCHER (HCV) PROGRAM

*(more commonly known as the Section 8 Program)*

~2,700

VOUCHERS

~5,800

INDIVIDUALS

FY 2026

~\$45

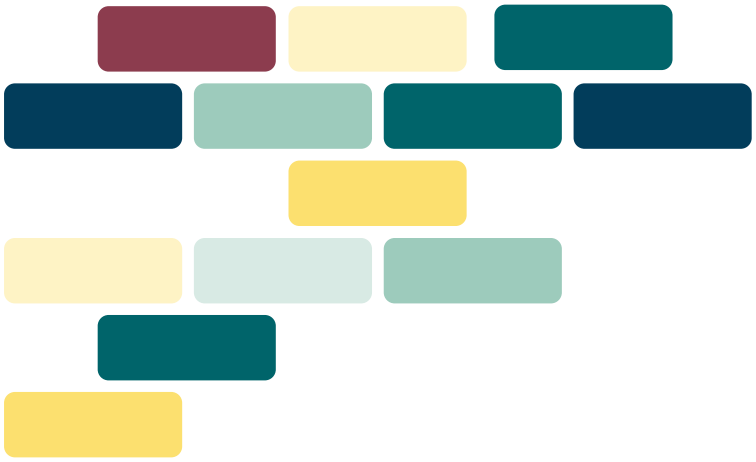
MILLION

## TYPES OF VOUCHERS

### HPC ADMINISTERS

- PBV - 245
- NED - 200
- EHV - 34
- VASH - 319
- HO – 22
- HCV - Balance





# RESIDENT SERVICES

## Family Self Sufficiency (FSS) Program

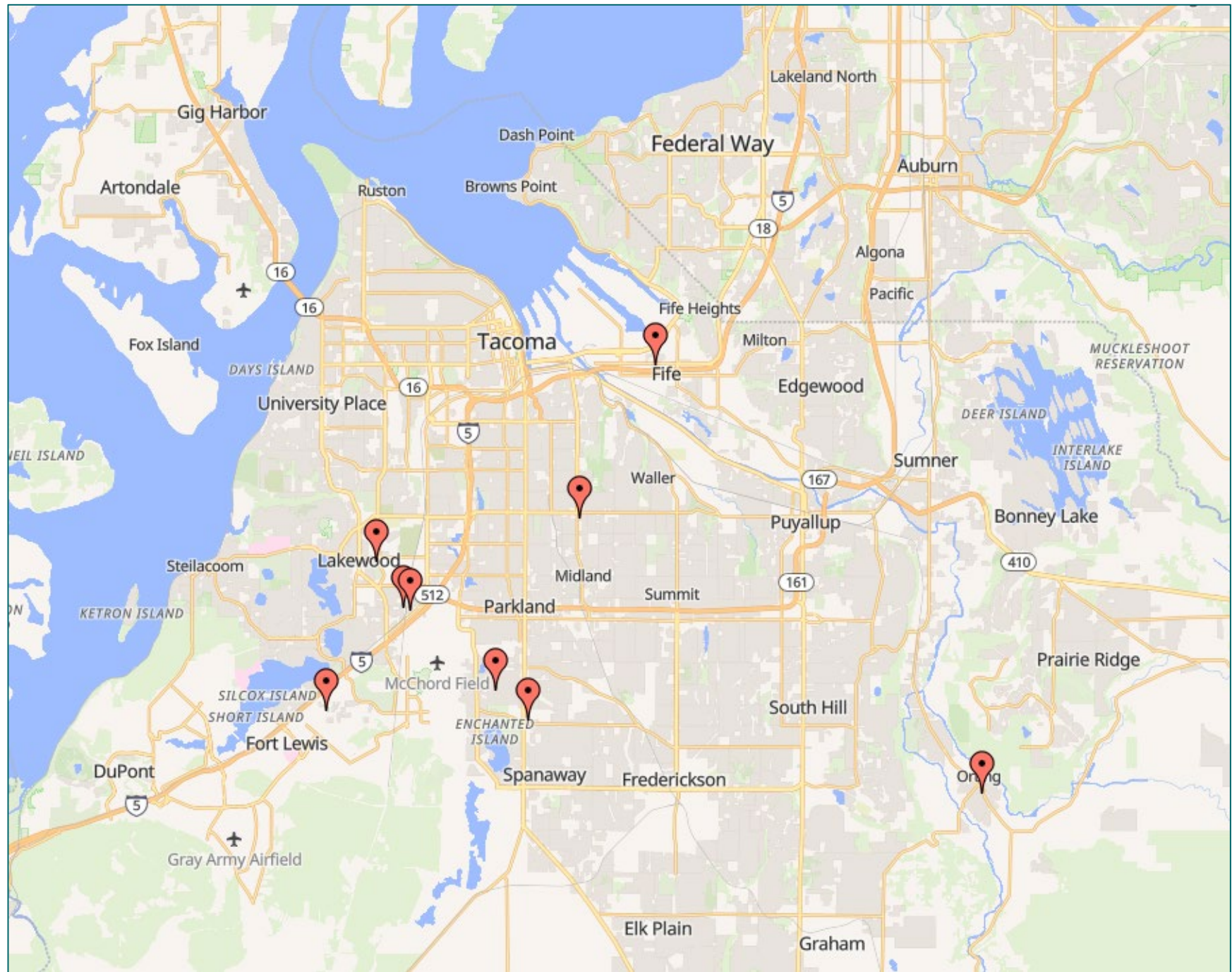
- HPC administers the HUD FSS Program to voucher holders.
- As resident income increases instead of their rent increasing funds are deposited into an escrow account.
- Participants receive case management and support services to achieve a goal and upon graduation are awarded the escrow funds.

## Partnerships

- YWCA Pierce County
- Share and Care House
- Living Access Support Alliance (LASA)
- Catholic Community Services (CCS)
- U.S. Veteran Affairs (VA)
- Metropolitan Development Council (MDC)
- Pierce County Library Systems

# HPC PROPERTIES

740  
UNITS





# Basic PCHA Family Profiles

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## Elderly or Disabled Family

- Usually a family of one, but can be more
- Usual sole income source from SSI, Pension, or other “Unearned Income” source
- Extremely vulnerable population with regular, extremely low income



## Single Parent/Guardian Family

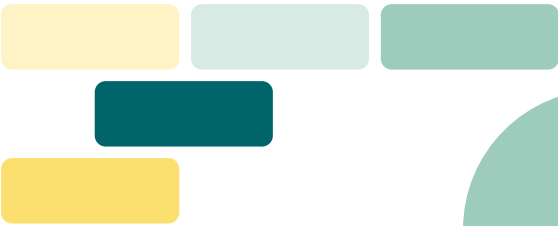
- One adult and one or more dependents
- Generally making a lower income/have fewer job opportunities to accommodate childcare or medical needs of dependents



## “Working Class” Family

- Multiple adults and one or (usually) more dependents
- Generally, have higher average income as the household may have multiple wage-earners, but also have higher expenses to support the family’s size and needs







# 3 - 5 YEAR STRATEGIC PLAN

WHO

- Who are we currently assisting and are we doing it well?
- Who are we missing?

WHERE

- Where do we as an agency want to be in 3 to 5 years?
- Pierce County is vast; where should we expand our footprint with limited resources?

HOW

- What partners and resources are needed to execute on the plan?
  - What policy or regulatory changes are need to advance goals and strategies?
- 

# CHATEAU RAINIER RENOVATION PROJECT

- HPC is embarking on our first Low Income Housing Tax Credit (LIHTC) Project with the renovation of 248 Units in Fife, WA. Financing included 4% LIHTC/Bonds, HUD Section 18 Proceeds, & Maureen Howard Affordable Housing Funds through Pierce County.
- **SCOPE OF WORK**
  - Building Envelope
    - Siding, Windows, Roofs, Doors
  - Utility Upgrades
  - Seismic and Structural Upgrades
  - Energy Efficiency Upgrades
  - Accessibility Improvements
  - Air Conditioning
  - Enhanced Resident Amenities





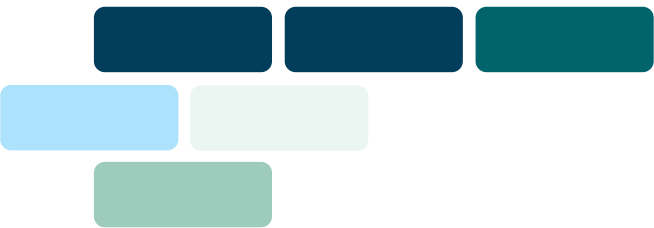
# HPC PORTFOLIO RENOVATIONS

AVERAGE AGE OF  
HPC PORTFOLIO

47

- Phase II – Q4 2027
  - Renovation of 92 Units at DeMark (Parkland) and 56 Units at Hidden Firs (Parkland)
- Phase III – Funding Contingent
  - Renovations of Orting Senior Housing (Orting) and Hidden Villages (Parkland)





# ACQUISITIONS & NEW CONSTRUCTION

Commencing due diligence to purchase an existing multifamily property in University Place, Washington.

Due diligence in progress to acquire a 50-unit development in Parkland.

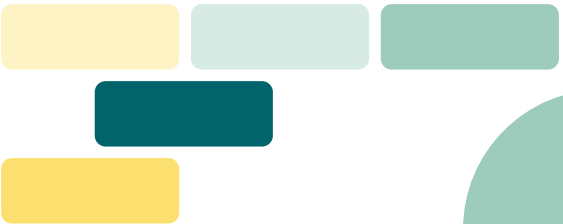
Active negotiations to purchase a vacant parcel of land in Parkland that could yield 80 new units of housing.

Planning phases for redeveloping our maintenance facility and former HPC office into 80 – 100 new units thanks to the donation of an adjacent parcel by TPU.

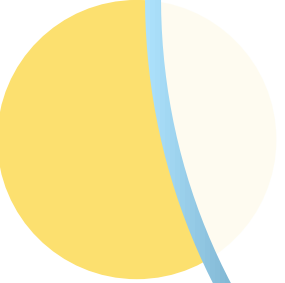
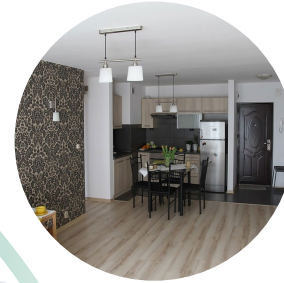
Exploring the redevelopment of aging assets that have benefited from zoning changes and regulatory relief in Lakewood.







# HOW CAN WE SERVE YOUR COMMUNITY BEST?



A stylized, flat-design illustration of a landscape. The top half features a light blue sky with several green, puffy clouds and small, dark red heart-shaped birds in flight. The bottom half shows a colorful town with various houses in shades of green, yellow, and red, interspersed with green and yellow trees. In the background, there are rolling green hills and a large, light green mountain range. The overall style is clean and modern.

# THANK YOU!

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## SSHA<sup>3</sup>P Executive Board

### AGENDA MEMODRANDUM

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August 7, 2026

AGENDA CATEGORY Resolution No. 2026-05

SUBJECT: Resolution No. 2026-05

PRESENTED BY: Jason Gauthier

FISCAL IMPACT: N/A

ESTIMATED COST: N/A

#### SUMMARY/BACKGROUND:

This resolution amends the SSHA3P Executive Board's Rules and Procedures Intergovernmental Agreement (IGA) to establish a physical meeting location for Executive Board meetings and change the timeline required for the adoption of an annual meeting calendar from the first regular meeting of a calendar year to the final meeting of a calendar year. The physical meeting location, which may be changed within at least 72 hours of notice, will be established at 1501 Market St. Tacoma, WA 98402 in Suite 112, the Puget Sound Conference Room.

This physical meeting location change is made to ensure alignment with the Washington State Open Public Meetings Act (OPMA), which requires most governing bodies to provide a physical location for public attendance to ensure government transparency and oversight.

#### ATTACHMENTS:

- Resolution No. 2026-05

#### STAFF RECOMMENDATION:

Adopt Resolution No. 2026-05

#### ALTERNATIVES:

- Amend Resolution No. 2026-05
- Postpone consideration of Resolution No. 2026-05

#### RECOMMENDED MOTION:

"I move to adopt Resolution No. 2026-05"



**RESOLUTION NO. 2026-05**

A RESOLUTION OF THE EXECUTIVE BOARD OF THE  
SOUTH SOUND HOUSING AFFORDABILITY PARTNERS  
("SSHA<sup>3</sup>P") AMENDING THE EXECUTIVE BOARD'S RULES  
AND PROCEDURES.

WHEREAS, Section 5(d)(ii) of the SSHA<sup>3</sup>P Intergovernmental Agreement ("IGA")  
authorizes the Executive Board to, "adopt procedures for the administration of SSHA<sup>3</sup>P  
... and for the conduct of meetings."

NOW, THEREFORE, THE EXECUTIVE BOARD RESOLVES as follows:

**Section 1.** The Executive Board amends and adopts the Executive Board's  
Rules and Procedures in substantially the same form as in Exhibit A.

**Section 2.** This Resolution will take effect and be in full force upon passage and  
signature.

Adopted this \_\_\_\_\_ day of \_\_\_\_\_, 2026.

**SOUTH SOUND HOUSING AFFORDABILITY PARTNERS**

\_\_\_\_\_  
ROBYN DENSON, CHAIR

ATTEST:  
\_\_\_\_\_  
\_\_\_\_\_



**SOUTH SOUND HOUSING AFFORDABILITY PARTNERS**

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**RULES AND PROCEDURES**

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ADOPTED February 4, 2022  
AMENDED September 8, 2023  
AMENDED August 7, 2026



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## AUTHORITY:

The authority to adopt and amend Rules and Procedures for the operations of the South Sound Housing Affordability Partners ("SSHA³P") is derived from the Intergovernmental Agreement ("IGA") providing for the formation of SSHA³P executed by the Parties.

Unless otherwise specifically provided for in these Rules, these Rules apply to the Executive Board ("the Board") provided for in the IGA. In the event of conflict between these Rules and Procedures and the guidance provided in the IGA, the IGA will take precedence.

## MEETINGS:

1. The Executive Board shall conduct regular~~Regular~~ meetings at 8:30 a.m. on the first Friday of each month~~shall be held at the time(s) and place(s) established by the Board. The time and~~ at 1501 Market Street in Suite 112, the Puget Sound Conference Room and via Zoom, unless otherwise ordered by the Executive Board.
- ~~1.2.~~ 2. The physical location of a meeting~~location of a meeting~~ may be changed with at least 72~~24~~ hours' notice.
- ~~2.3.~~ 3. At the ~~first final~~ regular meeting of each calendar year the Board shall adopt a meeting calendar for the following calendar year.
- ~~3.4.~~ 4. The Board may amend the annual meeting calendar during the calendar year.
- ~~4.5.~~ 5. Special meetings of the Board may be called by the Chair. Special meetings of the Board may also be called by a majority of the Board. A minimum notice of 72 hours shall be provided for special meetings in accordance with State law.
- ~~5.6.~~ 6. If no matters over which the Board has jurisdiction are pending upon its calendar, a meeting may be canceled at the notice of the SSHA³P Chair or Manager provided at least 24 hours in advance.
- ~~6.7.~~ 7. Per the terms of the IGA, meetings of the Board shall be conducted in conformity with the requirements of the Washington State Open Public Meetings Act, Chapter 42.30 of the Revised Code of Washington (RCW). Executive sessions can only be held in accordance with the provisions of Section 42.30.110 RCW.



7.8. The Board may conduct business in closed session as allowed in conformity with Section 42.30.140 RCW.

8.9. An agenda shall be prepared in advance of every regular and special meeting of the Board. Meeting agendas and materials regarding items on an agenda for a regular meeting shall be provided to members of the Board not less than five working (5) days in advance of the regular meeting. Meeting agendas and materials regarding items on an agenda for a special meeting shall be provided to members of the Board as promptly in advance of the meeting as can reasonably be accomplished.

9.10. For purposes of providing adequate and broad public notification of meeting details, discussion topics, and decisions of the Board, the Administering Agency will include representatives of each member of the SSHA³P partnership in its public notice distribution list.

#### **ELECTION OF OFFICERS:**

1. Per the terms of the IGA, the officers of the Board shall consist of a Chair and Vice Chair elected from the appointed members of the Board and such other officers as the Board may, by the majority vote, approve and appoint.
2. The election of officers shall take place once each year at the Board's final regular meeting of each calendar year. The term of office of each officer shall run until the subsequent election. Officers may serve no more than two years in each position.
3. If the Chair or Vice Chair vacates their position mid-term, the Board will re-elect officers at their next scheduled meeting and as their first order of business. If it is the Chair position that has been vacated, the Vice Chair will administer the election proceedings.

#### **CHAIR:**

1. The Chair shall preside over the meetings of the Board and may exercise all the powers usually incident of the office. The Chair is a member of the Board and has the full right to have their own vote recorded in all deliberations of the Board.
2. The Chair shall have power to create ad hoc committees of one or more members. Standing committees of the Board shall be created at the direction of the Board and



appointed by the Chair. Standing or ad hoc committees may be charged with such duties, examinations, investigations and inquiries relative to one or more subjects of interest to the Board. No standing or ad hoc committee shall have the power to commit the Board to the endorsement of any plan or program without the approval at the regular or special meeting of the Board.

3. The Vice Chair shall, in the absence of the Chair, perform all the duties incumbent upon the Chair.
4. In the event of the absence of the Chair and Vice Chair, the Chair shall delegate the responsibility to another member.

#### **QUORUM:**

Per the terms of the IGA, a simple majority of the appointed members or alternates shall constitute a quorum for the transaction of business. If at any time during the meeting, a quorum is no longer present, the meeting may only continue for the time and duration necessary to fix a time for adjournment, adjourn, recess or take measures to obtain a quorum. Members may participate by phone or video conferencing for all purposes, including voting and establishing a quorum.

#### **VOTING:**

1. Per the terms of the IGA, a simple majority of the Board members present at a meeting where a quorum exists is required to approve any action, except that a 2/3rds majority of all board members is required to appoint the Administrative Agency, or to modify the contribution methodology for dues and assessments.
2. The Chair, or on request from a Board member, may take a roll call vote.
3. It is the responsibility of each member of the Board to vote when requested on a matter before the full Board. However, a member may abstain from discussion and voting on a motion because of a stated conflict of interest. Any member, including the Chair, not voting or not voting in an audible voice shall be recorded as abstaining on the motion.
4. If any member of the Board wishes to abstain, or has disclosed a conflict of interest and must abstain from a vote on the motion, that member shall so advise the Chair and, if there is no objection to the abstention, shall not participate in any deliberations, and considerations of the motion, and shall have no further participation in the matter.



5. If the intended abstention can be anticipated in advance, the member should notify the Board Chair as soon as practicable.
6. If a tie vote exists, after recording the Chair's vote, the motion fails. However, a motion for denial that fails on a tie vote shall not be considered an approval.
7. The IGA offers flexibility in the method used by the Executive Board to take action. At a minimum, in order to ensure an efficient, clear and organized record of Executive Board decision making, the following types of actions shall be taken under Resolution:
  - a. Annual budget
  - b. Annual work plan
  - c. Adoption and amendments to Rules and Procedures
  - d. Establishment of ~~the frequency, day and time of~~ the Executive Board's annual meeting calendar. ~~meeting schedule in order to ensure meetings are categorized as a general meeting~~
  - e. Amendments to the Intergovernmental Agreement
  - f. Determination of Administering Agency
  - g. Adding new member jurisdictions

## **RULES OF ORDER:**

Except as modified by these Rules and Procedures, all meetings of the Executive Board shall be conducted in accordance with the latest edition or revision of Robert's Rules of Order.

## **AMENDMENT:**

The Rules and Procedures may be amended at any regular meeting of the Board by a majority vote of a quorum. The proposed amendment shall be presented in writing at a preceding regular meeting.